

Building Capacity for Community Stewardship Into Bureau of Land Management Training



*"...agencies [must]...transform the way we interact with citizens and each other."
"...the role of government is changing from doing the work to enabling it."*

Why

- Executive Order 13352, August 26, 2004, "Facilitation of Cooperative Conservation"
- USDI Office of Environmental Policy and Compliance; Environmental Statement Memoranda
 - ESM03-4, "Procedures for Implementing Public Participation and Community-Based Training"
 - ESM03-7, "Procedures for Implementing Consensus-Based Management in Agency Planning and Operations"
- USDI Memo April 7, 2004, "4C's and Partnership Training"
- Senior Executive Service performance standards

What

- USDI Memo April 7, 2004, "4C's and Partnership Training"
"...look at all of your training and development programs to determine which are appropriate for the inclusion of a partnership module....the appropriate question would be, "why are 4C's and partnerships not covered in this course?..."
- From "Community-Based Ecosystem Stewardship", McVicker and Bryan 2002:
"There is a growing interest on the part of citizenry and public land users to be actively involved in solving environmental and natural resource issues and concerns...These concepts [principles of community stewardship] give rise to the idea of "community-based ecosystem stewardship," the process of citizens, government, and science working together in a new, citizen-empowered relationship that shares knowledge, builds consensus, and promotes shared ownership and responsibility for solutions to present and future natural resource and environmental challenges...Community-based ecosystem stewardship requires that agencies and other institutions transform the way they interact with citizens and each other...The ability to accomplish community-based ecosystem stewardship depends upon the capacity to get things done within and among participating communities and institutions. Capacity mobilizes widely available knowledge, information, skills and tools through trust, commitment, accountability, and the overall quality of working relationships serving the common interest...."

Principles of Community-based Stewardship

Capacity Building Inclusiveness Collaboration Ecosystem Integrity Applied Science
Institutional Changes Cultural Absorption Transformational Leadership Citizen Empowerment

- From "Shared Community Stewardship" paper, Whitley 2003
"...Shared Community Stewardship is...(1) the setting of public land goals; (2) integrating those goals with community goals; (3) problem-solving that is foundational to the NEPA and planning processes and the daily operations of public lands; and (4) the implementation of management plans....Communities of place and interest join with BLM to identify the vision and goals for how public lands within their areas should look, be managed and be stewarded for present and future generations...assemble as equals with BLM in the NEPA and planning processes to solve the problems that are...instrumental to realizing the vision and goals all parties share...engage directly in the implementation of management, project and activity plans...citizens are now full partners in carrying out projects and activities...performing monitoring, participating in assessment of outcomes, and activating the essential feedback loops of adaptive management...."
- From Executive Order 13352
"...purpose...is to ensure that ...Interior...implement laws relating to the environment and natural resources in a manner that promotes cooperative conservation...with appropriate inclusion of local participation in Federal decision making...cooperative conservation means actions that relate to use, enhancement, and enjoyment of natural resources, protection of the environment, or both, and that involve collaborative activity among...governments, private for-profit and nonprofit institutions, other nongovernmental entities and individuals."
- From SES Performance Standards
"Mandatory Criterion: Communicate, consult, and cooperate with customers, partners, and stakeholders to ensure Interior's missions and programs effectively empower citizens in the support of conservation."

How

	Who	Due Date
Review existing / proposed courses		
Develop criteria for "need / not need" 4C's components (stewardship principles)	CP, DO, EC, RW, other NTC	4/11/05
Brief NTC training coordinators, Inst. System Specs., Div. Chiefs on intent of inventory effort, where we're going, how to complete the 4C's		
course inventory table and examples of how to incorporate into their training courses	CP	4/11/05
Use 4C's table as upgraded	CP, RW, RT	4/11/05
	NTC Coordinators, Instructional System Specialists, Division Chiefs	4/30/05
Identify which courses need which components		
Develop implementation evaluation criteria		
1) How well incorporated into existing / proposed courses	CP, DO	5/15/05
2) Validation of impact on target audiences (1 - 2 years)		
potentially tie in with new Sonoran Institute / BLM agreement		
	CP, 2 - 3 PSeries	
Design "train-the-trainer" course	Ins., DA	7/11/05
(Offer as potential model or resource for rest of USDI)		
<u>Target audience:</u>		
BLM NTC: All NTC training coordinators, Instructional System Specialists, Division Chiefs		
If DOI wide: All DOI trainers, course leaders, designers and course purchasers		
<u>Objective(s):</u>		
Why we are doing this		
Convey "where we are going"		
Let trainers figure out "how" to incorporate into their courses and with their instructors or contractors		
<u>Content:</u>		
"Cross-walk" between 4C's components and stewardship principles		
Course and unit objectives:		
Frame around job performance using stewardship principles		
Give examples		
Examples of job competencies [leader, admin, "-ologist"]		
Design / redesign meetings: key messages on poster or wall		
"Citizens want meaningful involvement, not just to be informed"		
"Collaboration is not new work but rather a different way to get the work done"		
"Community-based stewardship is the way to work"		
"Collaborative approaches are how we do business"		
Selecting and coaching instructors to demonstrate stewardship principles		

Give examples of content delivered without and with
stewardship language

Existing course content:

Review and deliver in context and using stewardship
principles language

Handouts (also post on PSeries website):

2002 "Community Based Stewardship" McVicker and Bryan,
"Demonstrating Comm. Based Stewardship" table Pregler
2005
Executive Order 13352 "Facilitation of Cooperative
Conservation"
ESM03-4 "Procedures for Implementing Public
Participation
and Community-Based Training"
ESM03-7, "Procedures for Implementing Consensus-Based
Management in Agency Planning and Operations"
USDI Memo April 7, 2004, "4C's and Partnership Training"
SES performance standards

Length: 6 to 8 hours

Delivery method:

Option 1): Live training held at NTC

Option 2): Satellite broadcast from NTC

Advantages:

cost message consistency, gets to larger audience faster, lower
will Get to Bureaus who are "ready" now, tape for those who
be ready later

Resources: (a "must"; identify funding, labor required)

Delivery of "Train-the-Trainer" pilot course

9/15/05

**Report due on incorporation into all identified courses to 4C's
Partnership Training Team**

1/31/06

**Report due on validation of impact on target audiences to 4C's
Partnership Training Team**

12/31/06

Key Contacts for Follow-up

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4/4/05 draft

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